U.S. Army Materiel Command

AMC Deployable Department of the Army Civilian Contracting Program IPT
21 June 2005

NEED TO BE FASTER, MORE AGILE, LESS BUREAUCRATIC – NEED TO FIGHT THIS EVERYDAY

Outline

- Why did we review?
- Main points of program
- Allocation of Manning Requirement
- Way ahead

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Why Review?

- **Current Challenges with EEDAC program**
  - ✓ **Problem with fill/retention**
- **Issues with current tasking process**
  - ✓ **Decentralized structure and lack of visibility**
  - ✓ **DA G3/G1 rotation without any AMC/ACA involvement**
- **Lack of standard program to include incentives and term limits as a deployable employee**

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Proposed Program

- ✓ **Establish CONUS based Cadre of deployable 1102s**
- ✓ **Centralized management for deployable civilians**
- ✓ **Standard incentives (monetary/non-monetary)**
- ✓ **Term limits for deployable personnel**
- ✓ **Centralized training plan for deployable civilians, supervisors, and military personnel**
- ✓ **Establish as a career builder**
- ✓ **Establish visibility for all deployments with G3/G1**

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Deployable Civilians Needed

- **Cadre sized to support internal and WIAS taskings for AMC/ACA – not sized to support nation building and stabilization**
- **OCONUS PARCs to support current theater missions**
- **Cadre Size**
  - ✓ **150 spread over MSC/SRA**
  - ✓ **25 new slots over MSC/SRA or as Contingency TDA**
- **AMC 819 Direct Funded 1102 personnel ***
  - ✓ **75 personnel from AMC needed**
  - ✓ **8 GS14/15 personnel**
  - ✓ **67 GS11-13 personnel**
  - ✓ **13 new slots established**
- **ACA 821 1102 personnel**

IPT work done prior to BRAC – TDA allocations may need to be revisited in future. Review of TDA slots and personnel should be reviewed annually.

Deployable Civilians Needed

	GS 14/15	GS 11-13	Total	Slot Increase
HQ AMC	1.56 (2)	.72 (1)	2.28	.40 (0)
AFSC	.74 (1)	7.88 (8)	8.62	1.49 (2)
AMCOM	1.85 (2)	21.10 (21)	22.95	3.98 (4)
CECOM	1.48 (1)	15.39 (15)	16.87	2.92 (3)
RDECOM	.44 (0)	5.61 (6)	6.05	1.05 (1)
TACOM	1.93 (2)	16.30 (16)	18.23	3.16 (3)
ACA	8	67	75	13

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WAY AHEAD

- Obtain consensus of AMC community (PARCs, MG Johnson)
- Obtain approval from Ms. Ballard, GEN Griffin, and Mr. Bolton - coordinate with DA G1 and G3
- Prepare detailed implementation plan
- Stand up Program Management Office (PMO)
- Start recruiting process
- Develop program Standing Operating Procedure (SOP)
- POM for required funds
- Establish additional TDA positions (by MSC)

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Short Term Actions

- Obtain decision from leadership
- Benchmarking against existing programs for other fields/orgs
- Consistent performance appraisals policy
- Return Leave Policy
- Develop comprehensive SOP for program
- Stand up PMO
- Develop training for supervisors (of deployees)
- Standardize tasker process – all through central location
- Allocate CCO spaces across MSC/SRA
- Start Recruiting actions – rotation list, incentive development
- Road Show
- Begin development of web site (AKO)
- Begin standardization of deployment processes

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Mid-Long Term Actions

- **POM for funding (AMC 13 man years, training and other costs)**
- **Develop additional training programs (i.e, CON 134)**
- **Establish new TDA positions at MSCs**
- **Ensure lessons learned updated to web site**
- **Continue standardization procedures**

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Concerns/Issues Identified by IPT

- **Central warranting of Cadre members—a World-wide CCO Warrant**
- **Single point for travel orders – who processes? (Defense Travel System)**
- **Reconcile current EEDAC positions**
- **Each MSC/SRA may want to retain a group of EEDAC positions as a fall-back plan if not enough cadre members or to support MSC/SRA mission (i.e. LOGCAP)**

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QUESTIONS?

Back-Up Slides

IPT Members

Fred Bultman, TACOM
James DeLoach, HQ AMC
Gail Foley, HQ AMC
Gene Harrison, AFSC
LTC Mark Hicks, ACA
Michelle Hodges, HQ AMC
Dennis Longo, RDECOM
Lisa Maass, HQ AMC
Ron McCray, HQ AMC
Andy O'Rourke, CECOM
Emily Osborne, AMCOM
Colleen Rodriguez, AMCOM

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Background

- During Army Materiel Command (AMC) Principal Assistant Responsible for Contracting (PARC) conference Feb 05 consensus was gained from AMC and Army Contracting Agency (ACA) to establish an Integrated Process Team (IPT) to develop a deployable 1102 Civilian Cadre
- IPT stood up 7 March 05
- Briefing is the result of the IPT meetings 7-11 March 05

Guidance to IPT

- Establish a framework under which a standardized, consistent, and effective program may be implemented
- Develop a strategy to recruit, retain, reward, and release deployable civilians
- Address recruitment, pre-deployment, position management and resource allocation and management support
- Look at the larger AMC contracting community to include the ACA contracting assets due to the ongoing merger of the organizations

Bottom Line Up Front

- **The Cadre will support DA Taskers and Internal requirements for AMC/ACA**
  - ✓ **This does not include non-traditional military actions such as Nation Building Reconstruction**
- **The full support to a nation building exercise is not included in the estimates**
  - ✓ **If the OPTEMPO or scope of effort changes, a change to the projected number of Cadre members is also needed**

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IPT Assumptions

- Cadre CONUS based
- Cadre personnel are Deployable vs Position
- Some Major Subordinate Command/Separate Reporting Activities (MSC/SRA) may continue to require EEDAC positions due to mission
  - ✓ Korea
  - ✓ Germany
- Cadre incentives based on established programs
- Establishing Cadre to be a career enhancer
- AMC will support Program Objective Memorandum (POM) for funding
  - ✓ Mobilization TDA (25 slots)
  - ✓ Recruitment, Training, Pre-deployment Expenses for entire Cadre
- National Security Personnel System may have an impact
- Cadre will be filled with all volunteers to have a successful program
- 179 day deployment standard

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Benefits of Cadre

- Provides complete visibility, control and accountability over all Army Job Series 1102 deployments
- Only fully qualified personnel are deployed
- Assure adequate staffing to cover National Military Strategy/Global War On Terrorism requirements
- Deployment experience will develop skills needed by future leaders
- Less disruption to MSC/SRA missions-no taking out of hide
- Mitigates risk of future mission failure

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Recruitment Guidance

- **Determine “cadre” size**
- **Determine allocation of cadre personnel from each AMC activity (MSC’s etc.)**
- **Identify individuals to encumber the cadre positions**
- **Develop a standard approach for all external and internal requirements**

Recruitment

- **Determine “cadre” size**
  - ✓ **Historical data shows approximately 50, 179 day, deployments per year to support Contingency Contracting operations**
  - ✓ **Goal is to have Cadre members deploy on one 179 day tour within the 3 year program**
- **Recommended Mix of Grades**
  - ✓ **GS11-GS13 (or equivalent) 135 each**
  - ✓ **GS14-GS15 (or equivalent) 15 each**

Recruitment

- **Identify individuals to become members of the Cadre**
  - ✓ **Ask Current EEDAC personnel**
  - ✓ **Make general announcement for volunteers**
  - ✓ **Road show, intern briefing, web site, etc. to reach out to potential volunteers**
- **If not enough volunteers AMC would establish EEDAC positions across the MSC/SRA**
- **Provide comprehensive orientation to potential cadre members**
- **Have members sign legally binding agreements and supplemental position description for the initial 3 year period and each extension**

Pre-deployment

- Develop approach for Training and Preparation considering the following:
  - ✓ Deployment Readiness Training
    - Survival, Evasion, Resistance and Escape Level B, Personnel Recovery, and CONUS Replacement Center are required
    - Include CCO training in the Individual Development Plans of deployable personnel
  - ✓ Contracting Training
    - Construction Contracting, Contingency Contracting, and any other mandatory and/or desirable training
  - ✓ Developmental/Experiential Training
    - Leverage AMC activity experience by creating an On the Job Training developmental assignment process for deployable personnel
- Identify process for ensuring will, bill pay, power of attorney, and medical fitness etc. requirements are met
- Identify back-fill approaches for deployments

Pre-deployment

- Include all Cadre training in IDP to ensure requirements are tracked and met
- Establish Intern-like program for development of Cadre – centrally managed
  - ✓ Identified a need for Readiness training to include:
    - Military bearing and protocol
    - Army Greening
    - Supervisor training - roles and responsibilities of supervisors of Cadre members (Entitlements, pay procedures, etc)
    - Job Book – identifies tasks a CCO needs to be able to perform duties
    - CRC and other pre-deployment training
  - ✓ Identified a need for Acquisition training to include:
    - CON 234, Construction Contracting, Simplified Purchasing
    - SPS (Contracting systems) and manual processes
    - Government Purchase Card (GPC) training
  - ✓ Identified a need for Developmental training to include:
    - Cross training for installation and construction contracting
    - Developmental assignments to increase overall knowledge base

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Position Management

- **Develop an exit strategy considering the following:**
  - ✓ **Assignments to cadre as ‘person’ versus ‘position’, enabling personnel to be removed from the deployable list while remaining within the same command.**
  - ✓ **Tour limitation – 3 years initial tour with voluntary annual extensions**
- **Develop retention approach – may include cash bonus for remaining a cadre member.**

Program Development/Management

- Establish a Central Program Management Office (PMO) for the Cadre Program
  - ✓ Charged with oversight of training, documentation and procedures, rotation list management, Cadre management, recruitment, focal point for taskers and deployment issues
  - ✓ Develop a Standing Operating Procedure (SOP)/guidebook.
    - Program Management
    - Resource allocation and support
    - Recruitment and retention procedures
    - Pre-deployment and readiness
    - Post deployment
- Location of PMO
  - ✓ Recommend HQ AMC

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Central Program Management

- **Develop a standard approach for all external and internal requirements**
  - ✓ **All CCO requirements internal and external go through a central point within the command (no more separate processes)**
  - ✓ **Have agreement on process from all MSC/SRA components**
  - ✓ **Coordinate with DA G1 and G3 on tasking process**

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Program Management

- **Development of a Cadre allows for personnel to serve for a specific period of time and revert to a non-deployable status at the end of the period without moving positions or changing commands. This allows for retention of personnel at the MSC/SRA**
  - ✓ **Recommend a 3 year initial commitment to allow for return on investment with optional annual extensions**
  - ✓ **Recommend monetary and non-monetary incentive program be established utilizing existing programs AMC wide to allow for consistent application. Reduces bidding wars for available personnel**

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Resource Allocation and Management Support

- **Plan for the resources required to operate the Cadre framework considering the following:**
  - ✓ **Centralized program funding**
  - ✓ **Centralized program management**
  - ✓ **Address direct funded/reimbursable personnel problem**
  - ✓ **Required resources include: overtime pay, incentives, equipment, specialized training, travel**
  - ✓ **Danger pay and foreign post differential will continue to be paid out of contingency funds**

Resource Allocation

- **Centralized program funding**
  - ✓ **Short Term – Money comes out of command funds – current situation – with reimbursement from GWOT as available**
  - ✓ **Mid to Long Term – POMed money covers deployment costs including base pay and additional pays, training dollars and other costs**
- **Central funding provides personnel to meet the contingency mission and avoid mission failure in CONUS procurement support**

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Incentives

- **Monetary:**
  - ✓ **Retention/Relocation incentives/bonuses**
    - **10% of basic pay with a 3 year agreement**
    - **Possible higher percentages for higher grades**
  - ✓ **Recruitment incentives/bonuses**
  - ✓ **Temporary promotion while deployed**
    - **When filling a higher grade, for example, a requirement for GS12 is filled by a GS11, the employee is temporarily promoted to GS12**

Incentives

- **Monetary:**
  - ✓ **Step increase for deployment**
  - ✓ **Tax break while deployed**
  - ✓ **Separation allowance, similar to Military program and per TCS guidance**
  - ✓ **Storage of Household Goods**
  - ✓ **Student loan repayment**
    - **Small percentage when in program, larger when actually deployed**
    - **Similar to programs for S&E, CID, CIO**
  - ✓ **Education Allowance for advanced degrees, may be out of career field**

Incentives

- **Quality of Life:**
  - ✓ **Consistent award policy – medals/certificates/time-off/cash**
  - ✓ **Consistent performance appraisal policy**
  - ✓ **R&R policy**
  - ✓ **Return leave policy – or leave allowance (return leave is not counted against earned leave or liberal leave policy)**
    - **Can be set with AMC policy**
    - **Allowed to bank 80 hours of comp time**

Incentives

- **Quality of Life:**
  - ✓ **Incentives to make deployments career builders/enhancers**
  - ✓ **Tour limits specific tour lengths**
  - ✓ **Preference for Senior Colleges—SBLM, War Colleges, ICAF, DLAMP, etc**